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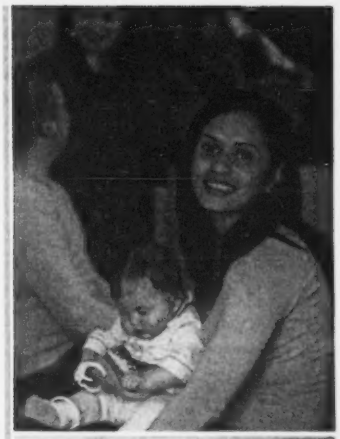

Report on Plans and Priorities 2011–2012

Citizenship and Immigration Canada

The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

Canada

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Minister's Message

I am pleased to present the 2011–2012 Report on Plans and Priorities for Citizenship and Immigration Canada (CIC).

The Government of Canada is committed to maintaining Canada's tradition of welcoming newcomers from around the world and supporting a strong economy. As Canada emerged from the global recession in 2010, I took steps last summer to bolster economic immigration. As a result, preliminary estimates show we admitted the largest proportion of economic immigrants since the introduction of the *Immigration and Refugee Protection Act* in 2002, and of overall permanent residents in more than 50 years. The immigration levels set out in Canada's immigration plan for 2011, with an anticipated 240,000 to 265,000 permanent residents, reflect the importance of immigration in supporting Canada's economic growth and prosperity.

The year 2011 will be the third full year of operation of the Action Plan for Faster Immigration, which is helping us to improve our service for federal skilled worker applicants. We aim to increase the range of service standards to cover all our lines of business. This will be a challenge for CIC given the fact we have no control over the intake of applications. But we have begun taking steps to better align application intake with processing capacity, labour market needs and the annual levels plan.

To stay competitive globally, we have to ensure the skilled immigrants we choose are the ones who we need, and the most likely to succeed when they get here. To that end, we will launch cross-country and on-line consultations with stakeholders and the public on proposed changes to the points system to help Canada select immigrants who have the best chance of integrating and making a better contribution to the Canadian economy. In addition, CIC will continue to focus on improving its approach to immigration levels planning, in the long term and by collaborating with provinces and territories.

The Government of Canada is also committed to family reunification and to upholding Canada's humanitarian tradition in resettling refugees and providing protection to those in need. In 2011–2012, we will implement the *Balanced Refugee Reform Act*, which will ensure quicker protection for those who need it and quicker removals of those who do not. This will help deter those who would seek to abuse our immigration and refugee protection systems. These changes also allow us to increase the number of resettled refugees by 20 percent and increase funding to the Resettlement Assistance Program, which gives the refugees we resettle the support they need to begin their new lives in Canada.

New rules aimed at strengthening the Temporary Foreign Worker Program will go into effect on April 1, 2011. These changes include a more rigorous assessment of the genuineness of jobs being offered by employers, as well as a two-year suspension from the program for employers who fail to live up to their commitments to their workers.

We will continue our efforts to crack down on unscrupulous immigration representatives who promote fraud in our immigration program and victimize those who dream of immigrating to Canada. We will also pursue our efforts to strengthen the value of Canadian citizenship by strengthening the process of applying for citizenship and cracking down on citizenship fraud, including streamlining the process for taking citizenship away from those who have acquired it illegally. In addition, we will further promote civic participation and the value of citizenship to both newcomers and longstanding Canadians, with a focus on Canadian values, history, symbols and institutions, as well as the rights and responsibilities of citizenship.

The Multiculturalism Program will continue to explore new approaches to addressing racism, unjust discrimination and anti-Semitism, as well as new approaches to increase community resilience and reduce the potential for radicalization. Moving forward, we plan to respond to the expected release of the *Canadian Parliamentary Coalition to Combat Antisemitism* inquiry report and we will further strengthen Canada's leadership role in hate-crime statistics, including anti-Semitism, through the Canadian Centre for Justice Statistics.

The government remains as committed as ever to helping newcomers settle and succeed in Canada, and fully participate in the economy and all aspects of Canadian society. That is why we want to ensure newcomers can put their skills to use and work in their trained profession as soon as possible when they arrive in Canada. Under the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*, eight regulated occupations are currently in the process of developing and implementing improvements to their foreign qualification recognition processes. A second set of at least six regulated occupations has been identified for implementation by December 31, 2012.

We will also continue to deliver pre-arrival orientation sessions through the Canadian Immigration Integration Project (CIIP). This project has helped assist immigrants from China, India and the Philippines preparing to integrate into the Canadian labour market while they are still in their country of origin. A new office in London will serve the British Isles, the Persian Gulf and Scandinavia starting in early 2011, and we will work to expand the number of countries served by the CIIP to 25.

As Minister of Citizenship, Immigration and Multiculturalism, I am confident that we will meet our objectives and together build a cohesive society that promotes our diversity and shared values.

I would like to thank the staff at CIC for their efforts to ensure Canada continues to attract the world's best.

The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

Section I: Departmental Overview

Raison d'être

In the first years after Confederation, Canada's leaders had a powerful vision: to connect Canada by rail and make the West the world's breadbasket as a foundation for the country's economic prosperity. This vision meant quickly populating the Prairies, leading the Government of Canada to establish its first national immigration policies. Immigrants have been a driving force in Canada's nationhood and its economic prosperity—as farmers settling lands, as workers in factories fuelling industrial growth, as entrepreneurs and as innovators helping Canada to compete in the global, knowledge-based economy.

Responsibilities

Citizenship and Immigration Canada (CIC)[1] selects foreign nationals as permanent and temporary residents and offers Canada's protection to refugees. The Department develops Canada's admissibility policy, which sets the conditions for entering and remaining in Canada; it also conducts, in collaboration with its partners, the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. Fundamentally, the Department builds a stronger Canada by helping immigrants and refugees settle and fully integrate into Canadian society and the economy, and by encouraging and facilitating Canadian citizenship. To achieve this, CIC operates 46 in-Canada points of service and 86 points of service in 73 countries.

CIC's broad mandate is partly derived from the *Department of Citizenship and Immigration Act*.[2] The Minister for Citizenship and Immigration Canada is responsible for the *Citizenship Act* of 1977 and shares responsibility with the Minister of Public Safety for the *Immigration and Refugee Protection Act* (IRPA), which came into force following major legislative reform in 2002. CIC and the Canada Border Services Agency (CBSA)[3] support their respective ministers in the administration and enforcement of IRPA. These organizations work collaboratively to achieve and balance the objectives of the immigration and refugee programs.

In October 2008, responsibility for administration of the *Canadian Multiculturalism Act* was transferred to CIC from the Department of Canadian Heritage. Under the Act, CIC promotes the integration of individuals and communities into all aspects of Canadian society and helps to build a stronger, more cohesive society. Jurisdiction over immigration is a shared responsibility between the federal and the provincial and territorial governments under section 95 of the *Constitution Act, 1867*.

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[1] For more information on CIC's programs, please consult **www.cic.gc.ca**.
[2] All federal legislation can be accessed on the Department of Justice website at **http://laws.justice.gc.ca**.
[3] For more information on CBSA, please consult **www.cbsa-asfc.gc.ca**.

Under the Constitution, provinces and territories have the authority to legislate immigration matters, as long as such legislation is consistent with federal laws. Under IRPA and the *Department of Citizenship and Immigration Act*, the Minister for Citizenship and Immigration Canada, with the approval of the Governor in Council, has signed agreements with the provinces and territories to facilitate the coordination and implementation of immigration policies and programs.

CIC's Vision for a Stronger Canada

A safe and secure country with a shared bond of citizenship and values; a country that contributes to support our humanitarian tradition and draws the best from the world to help build a nation that is economically, socially and culturally prosperous.

CIC's Mission

CIC and its partners will build a stronger Canada by:

- Developing and implementing policies, programs and services that:
  - facilitate the arrival of persons and their integration into Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians;
  - maintain Canada's humanitarian tradition by protecting refugees and people in need of protection;
  - enhance the values and promote the rights and responsibilities of Canadian citizenship; and
  - reach out to all Canadians and foster increased intercultural understanding and an integrated society with equal opportunity for all, regardless of race, ethnicity and religion.
- Advancing global migration policies in a way that supports Canada's immigration and humanitarian objectives.

Strategic Outcomes and Program Activity Architecture

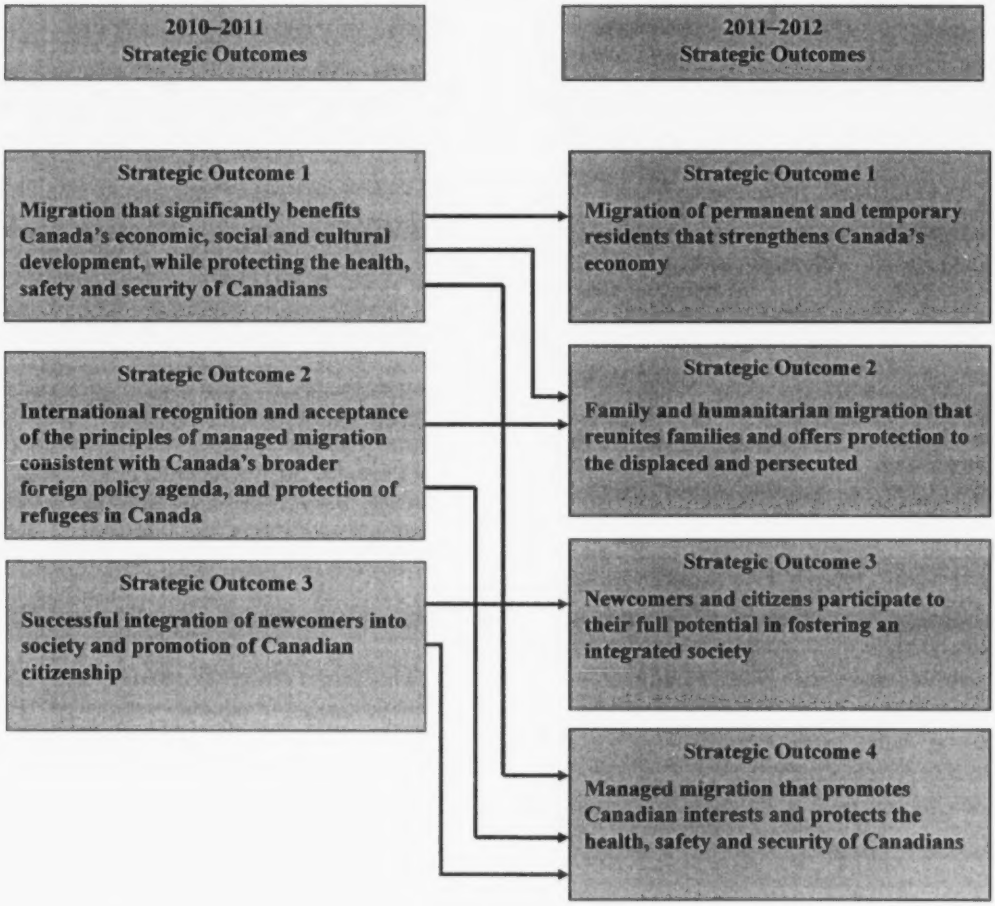
CIC's four strategic outcomes (SO) describe the long-term results that the Department's programs are designed to achieve. The Department's Program Activity Architecture (PAA), summarized below, is a reporting framework that links CIC's strategic outcomes to departmental program activities. Embedded in the PAA summary is a tag to identify CIC's contribution to the Federal Sustainable Development Strategy (FSDS). Please consult section IV in this report for further information.

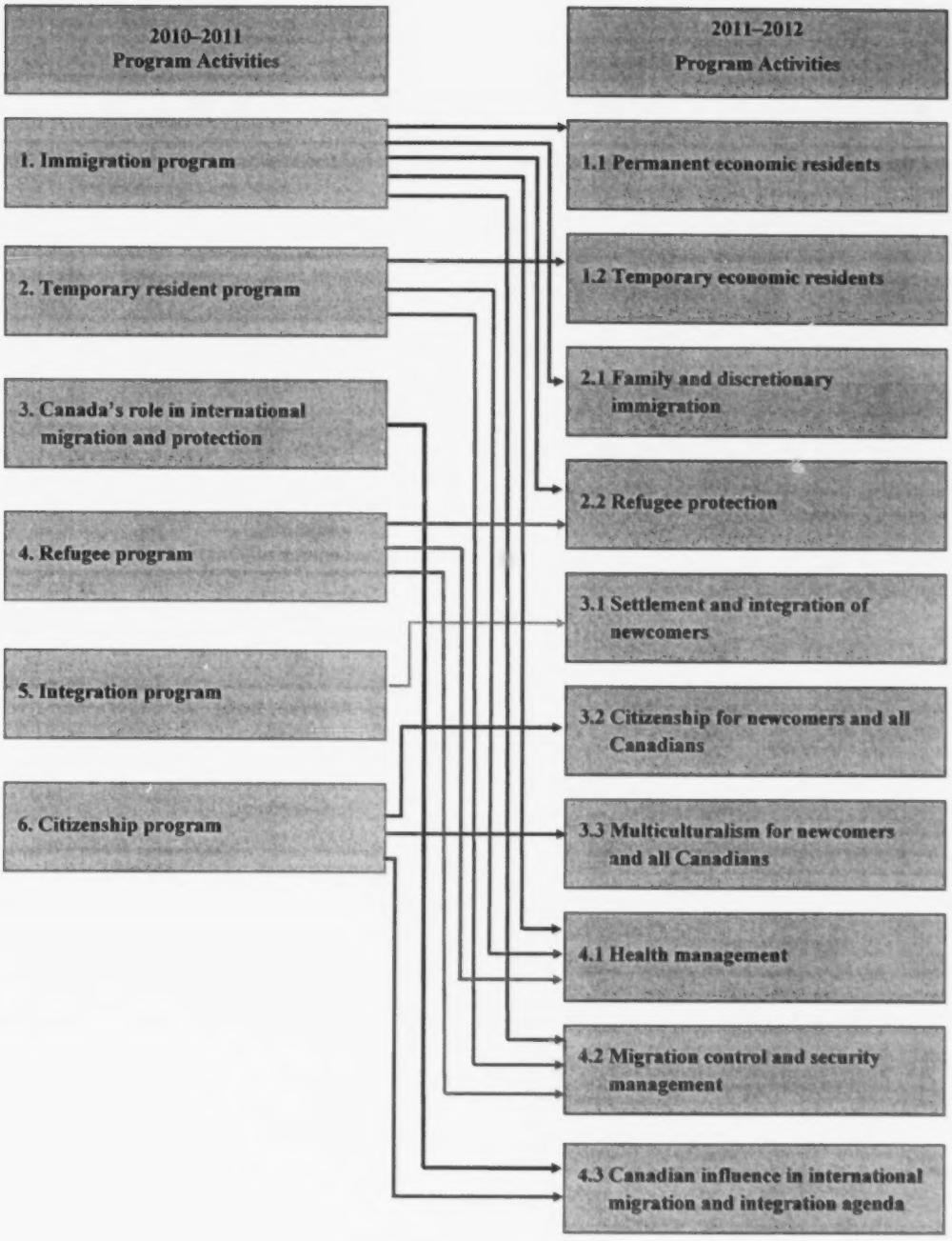
Strategic Outcomes	Program Activities	Program Sub-Activities
1. Migration of permanent and temporary residents that strengthens Canada's economy	1.1 Permanent economic residents	1.1.1 Federal skilled workers 1.1.2 Quebec skilled workers 1.1.3 Provincial nominees 1.1.4 Live-in caregivers 1.1.5 Canadian experience class 1.1.6 Federal business immigrants 1.1.7 Quebec business immigrants
	1.2 Temporary economic residents	1.2.1 International students 1.2.2 Temporary foreign workers
2. Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted	2.1 Family and discretionary immigration	2.1.1 Spouses, partners and children reunification 2.1.2 Parents and grandparents reunification 2.1.3 Humanitarian and compassionate and public policy considerations to address exceptional circumstances
	2.2 Refugee protection	2.2.1 Government-assisted refugees 2.2.2 Privately sponsored refugees 2.2.3 In-Canada asylum 2.2.4 Pre-removal risk assessment
3. Newcomers and citizens participate to their full potential in fostering an integrated society	3.1 Settlement and integration of newcomers	3.1.1 Foreign credentials referral 3.1.2 Settlement 3.1.3 Grant to Quebec 3.1.4 Immigration loan 3.1.5 Refugee resettlement assistance program
	3.2 Citizenship for newcomers and all Canadians	3.2.1 Citizenship awareness 3.2.2 Citizenship acquisition, confirmation and revocation
	3.3 Multiculturalism for newcomers and all Canadians	3.3.1 Multiculturalism awareness 3.3.2 Historical recognition 3.3.3 Federal and public institutional multiculturalism support
4. Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians	4.1 Health management	4.1.1 Health screening 4.1.2 Post-arrival health and medical surveillance 4.1.3 Refugee health management 4.1.4 Interim federal health
	4.2 Migration control and security management	4.2.1 Permanent resident cards 4.2.2 Visitors 4.2.3 Temporary resident permits 4.2.4 Fraud prevention and program integrity protection
	4.3 Canadian influence in international migration and integration agenda	
	5.1 Internal services	5.1.1 Governance and management support 5.1.2 Resource management services 5.1.3 Asset management services

PAA Crosswalk

During 2010–2011, CIC revised its PAA to better reflect the Department's mandate and sharpen its focus on outcomes. To that end, a fourth strategic outcome and four new program activities were added to highlight CIC's work in the areas of health, security, family reunification and multiculturalism. Treasury Board approved the new PAA in August 2010.

The following two diagrams demonstrate the relationship between the old PAA, which included three strategic outcomes and six program activities (plus internal services), and the new PAA, comprising four strategic outcomes and 10 program activities (plus internal services). Some targets pertaining to performance indicators are still in development; the Department plans to finalize these by the end of 2011. Additional information on specific program activities may be found in Section II of this report.


2010–2011
Strategic Outcomes
2011–2012
Strategic Outcomes
Strategic Outcome 1
Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians
Strategic Outcome 2
International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada
Strategic Outcome 3
Successful integration of newcomers into society and promotion of Canadian citizenship
Strategic Outcome 1
Migration of permanent and temporary residents that strengthens Canada's economy
Strategic Outcome 2
Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted
Strategic Outcome 3
Newcomers and citizens participate to their full potential in fostering an integrated society
Strategic Outcome 4
Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians


2010–2011
Program Activities
2011–2012
Program Activities
1. Immigration program
2. Temporary resident program
3. Canada's role in international migration and protection
4. Refugee program
5. Integration program
6. Citizenship program
1.1 Permanent economic residents
1.2 Temporary economic residents
2.1 Family and discretionary immigration
2.2 Refugee protection
3.1 Settlement and integration of newcomers
3.2 Citizenship for newcomers and all Canadians
3.3 Multiculturalism for newcomers and all Canadians
4.1 Health management
4.2 Migration control and security management
4.3 Canadian influence in international migration and integration agenda

The table below shows the redistribution of financial resources from the 2010–2011 PAA to the new PAA for 2011–2012.[4]

($ millions)

From 2010–2011 PAA (across) → / To new 2011–2012 PAA (downward) ↓	1 Immigration program	2 Temporary resident program	3 Canada's role in international migration and protection	4 Refugee program	5 Integration program	6 Citizenship program	7 Internal services	Total
1.1 Permanent economic residents	63.7							63.7
1.2 Temporary economic residents		24.8						24.8
2.1 Family and discretionary immigration	61.0							61.0
2.2 Refugee protection	4.8			26.3				31.1
3.1 Settlement and integration of newcomers					960.5			960.5
3.2 Citizenship for newcomers and all Canadians						42.2		42.2
3.3 Multi-culturalism for newcomers and all Canadians						26.7		26.7
4.1 Health management	6.1	—		89.3				95.4
4.2 Migration control and security management	11.8	61.5		—				73.3
4.3 Canadian influence in international migration and integration agenda			2.5			—		2.5
5.1 Internal services							194.0	194.0
Total	147.4	86.3	2.5	115.6	960.5	68.9	194.0	1,575.2

[4] The amounts transferred from Program Activity 2, 4 and 6 of the old PAA to the new PAA under Program Activity 4.1, 4.2 and 4.3 respectively are minimal and therefore not reported.

Planning Summary

Financial Resources ($ millions)

2011–2012	2012–2013	2013–2014
1,575.2	1,589.6	1,496.4

Explanation of Change: Total planned spending for the Department increases by $14 million in 2012–2013 compared with the previous year. This includes additional funding for the biometrics project, partially offset by decreases in funding related to reform of the refugee determination system and the strategic review of departmental spending.

Planned spending decreases by $93 million in 2013–2014, primarily due to the sunsetting of temporary funding for the Interim Federal Health Program. Planned reductions in funding for the biometrics project, refugee reform and the visa imposition on Mexico also contribute to the decrease.

Human Resources (Full-time Equivalents—FTEs)

2011–2012	2012–2013	2013–2014
4,759	4,740	4,634

Explanation of Change: FTEs decrease slightly over the planning period, primarily due to planned reductions in funding for the biometrics project, refugee reform and the visa imposition on Mexico.

Strategic Outcome 1: Migration of permanent and temporary residents that strengthens Canada's economy	
Performance Indicators	**Targets**
Proportion of permanent residents earning higher income three to five years after landing	5% increase over the baseline of one year after landing
Rank within the Organization for Economic Co-operation and Development of employment rate for all immigrants	Maintain top five country ranking
Level of dispersion of temporary foreign workers and students across the country	Target to be determined following establishment of baseline in 2011

Program Activity	**Forecast Spending ($ millions)**	**Planned Spending ($ millions)**			**Alignment to Government of Canada Outcomes**
	2010–2011	**2011–2012**	**2012–2013**	**2013–2014**	
1.1 Permanent Economic Residents	60.3	63.7	62.6	56.5	**Economic Affairs:** Strong economic growth
1.2 Temporary Economic Residents	28.0	24.8	24.0	22.6	**Economic Affairs:** Strong economic growth
Total for SO 1	**88.3**	**88.5**	**86.6**	**79.1**	

Strategic Outcome 2: Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted	
Performance Indicators	**Targets**
Number of protected persons (resettled refugees and protected persons determined in Canada by the Immigration and Refugee Board of Canada or positive pre-removal risk assessment decisions) and their dependants abroad granted permanent residence	23,200 to 29,000 persons, as identified in the 2011 immigration levels plan
Number of people reunited with their families compared to the annual immigration levels plan	58,000 to 65,500 persons, as identified in the 2011 immigration levels plan
Number of persons granted permanent resident status on humanitarian and compassionate or public policy grounds due to their exceptional circumstances	7,600 to 9,000 persons, as identified in the 2011 immigration levels plan

Program Activity	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
	2010–2011	2011–2012	2012–2013	2013–2014	
2.1 Family and Discretionary Immigration	56.6	61.0	60.2	54.5	**Social Affairs:** Diverse society that promotes linguistic duality and social inclusion
2.2 Refugee Protection	35.1	31.1	30.0	28.3	**International Affairs:** A safe and secure world through international engagement
Total for SO 2	**91.7**	**92.1**	**90.2**	**82.8**	

Strategic Outcome 3: Newcomers and citizens participate to their full potential in fostering an integrated society	
Performance Indicators	**Targets**
Comparative income disparities among the four populations[5] / relative poverty among groups	Reduce gap by 1% per year
Comparative rates of connections across the four population groups	Increase to 90% foreign-born visible minorities that report all or most of their friends are not co-ethnics
Comparative voting rates among the four populations	Maintain current level (for the 2008 federal election, the participation rate for immigrants / visible minorities was 71%)
Comparative attitudes held by the four groups regarding acceptance of rights and responsibilities and value of diversity	Maintain current attitudes regarding citizenship values and responsibilities and toward diversity as an important building block of the Canadian identity[6]

Program Activity	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
	2010–2011	2011–2012	2012–2013	2013–2014	
3.1 Settlement and Integration of Newcomers	995.0	960.5	955.3	953.5	**Social Affairs:** Diverse society that promotes linguistic duality and social inclusion
3.2 Citizenship for Newcomers and All Canadians	48.9	42.2	42.0	42.0	**Social Affairs:** Diverse society that promotes linguistic duality and social inclusion
3.3 Multiculturalism for Newcomers and All Canadians	27.5	26.7	21.4	21.4	**Social Affairs:** Diverse society that promotes linguistic duality and social inclusion
Total for SO 3	**1,071.4**	**1,029.4**	**1,018.7**	**1,016.9**	

[5] The four population groups are: visible minority and foreign-born; non-visible minority and foreign-born; visible minority and Canadian-born; and non-visible minority and Canadian-born.

[6] Based on 2010 public opinion research, 22% of immigrants, 21% of Canadian-born, 23% of visible minorities and 21% of non-visible minorities agree that to "be a good person/citizen and practice good citizenship/values" is one of the top three responsibilities of citizenship. Moreover, 80% of immigrants, 66% of Canadian-born, 76% of visible minorities and 69% of non-visible minorities agree "Ethnic background is a defining and enriching part of our Canadian identity."

Strategic Outcome 4: Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians	
Performance Indicators	**Targets**
Tuberculosis (TB) incidence among foreign-born compared to TB incidence in Canada	Maintain a TB incidence ratio of 13.3 over 4.8 or less
Ratio of cases refused over number of inadmissible cases identified	100% of inadmissible cases identified are processed according to regulations and policies in place
Number and nature of positions developed in respect of international policy debate on international migration	Not applicable
Number of draft resolutions negotiated on immigration, migration and human rights of migrant workers	Not applicable

Program Activity	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
	2010–2011	2011–2012	2012–2013	2013–2014	
4.1 Health Management	97.4	95.4	101.5	56.4	**Social Affairs:** Healthy Canadians
4.2 Migration Control and Security Management	55.8	73.3	102.5	81.9	**Social Affairs:** A safe and secure Canada
4.3 Canadian Influence in International Migration and Integration Agenda	2.8	2.5	2.5	2.4	**International Affairs:** A safe and secure world through international engagement
Total for SO 4	**156.0**	**171.2**	**206.5**	**140.7**	

5.1 Internal Services	Forecast Spending ($ millions)	Planned Spending ($ millions)		
	2010–2011	2011–2012	2012–2013	2013–2014
	218.7	194.0	187.6	176.9

ALL PROGRAM ACTIVITIES				
	Forecast Spending ($ millions)	Planned Spending ($ millions)		
	2010–2011	2011–2012	2012–2013	2013–2014
TOTAL PLANNED SPENDING	1,626.1	1,575.2	1,589.6	1,496.4

Contribution of Priorities to Strategic Outcomes

Operational Priorities	Type	Links to Strategic Outcomes
Improving/modernizing client service	Ongoing	SO 1, 2, 3, 4
Description		
In 2011–2012, CIC will continue to deliver on its modernization vision to provide the highest quality of services through continuous, innovative and adaptable operational improvement. Building on the successful introduction of e-applications, CIC will continue to leverage technology to develop e-tool enhancements, including front-end imaging, e-storage, electronic scheduling and global payment. The Global Case Management System (GCMS), CIC's single, integrated, worldwide system used to process applications for citizenship and immigration services, is essential to improving citizenship and immigration services, maintaining program integrity, and strengthening security. The system will be implemented in all overseas offices by the end of March 2011. In 2011–2012, GCMS will serve as a platform to integrate CIC's operations and to manage caseloads across the global network. Improvements to the CIC website will increase accessibility by allowing clients to apply for services on-line. CIC will enhance its ability to collect and analyse client feedback by planning for regular on-line surveys, and will increase transparency by introducing service standards for more lines of business. CIC will continue to develop baselines as a starting point to measure and assess performance in an effort to adjust strategies and ensure maximum effectiveness of its programs. The Department will continue to implement a global Visa Application Centre (VAC) network, which will enhance service delivery by providing visa applicants with additional services closer to home. Finally, CIC will work toward implementation of the Temporary Resident Biometrics Project by establishing partnerships with the private sector. The introduction of biometric enrolment and verification in 2012–2013 will improve identification of travellers seeking to enter Canada, while increasing capacity for overseas processing and supporting efficiency.		

Operational Priorities	Type	Links to Strategic Outcomes
Renewing a strategic focus on outcomes	New	SO 1, 2, 3, 4—Enabling

Description

This year marks the first year that CIC's plans and priorities reflect a new Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) focused on results for Canadians, against which CIC's 2010–2015 Strategic Plan is fully aligned.

In 2011–2012, the Department will continue to identify challenges and propose strategic policy directions arising from emerging trends in immigration, refugee protection, integration and citizenship, and from the evolving international and domestic context. In the 2011 update to CIC's Strategic Plan, the Department will identify directions and challenges for future iterations of the Plan; will strengthen the alignment of all program, policy, evaluation, research, operational and management activities to support the goals articulated in the Plan; and will continue to align programs, corporate support and other resources to achieve strategic goals and outcomes in the most effective manner possible.

Management Priorities	Type	Links to Strategic Outcomes
Strengthening performance management	New	SO 1, 2, 3, 4—Enabling

Description

CIC's new PAA and PMF will come into effect in 2011–2012. Communications and intersectoral coordination will be required to entrench an outcomes-based approach across the Department and to ensure alignment with departmental activities such as evaluation, research and the development of policies and programs. A new process will also be implemented to systematically collect and analyse data to measure and report on performance.

Implementing the new reporting framework and building a results-based management culture in the Department represents only one pillar of performance management at CIC. Establishing an overarching performance management regime must also take into account diverse, non-integrated data sources, multiple reporting platforms and decentralized resources. Improving the usefulness of technological reporting tools will be a key challenge for CIC in the medium term. In 2011–2012, the focus will be on identifying existing gaps in data and developing a plan to address them, and on improving performance measurement and accountability for CIC's grants and contributions programs.

Management Priorities	Type	Links to Strategic Outcomes
Emphasizing people management	Ongoing	SO 1, 2, 3, 4—Enabling

Description

Renewing and sustaining CIC's work force is critical to achieving results. Effective people management is founded on strong leadership and commitment to the creation of a high-quality work force and workplace. In keeping with the Clerk of the Privy Council's Public Service Renewal agenda and the Deputy Minister's accountability for people management, CIC will focus on effective, efficient and prudent people management through integrated planning, recruitment, employee development and workplace renewal.

In support of this priority, CIC's commitments for 2011–2012 are to:

- improve the integration of human resources with business and financial planning, by providing managers with demographic and strategic analysis, and by identifying trends, recommendations and strategies for the recruitment, development and advancement of employees;
- implement targeted and coordinated recruitment initiatives aligned to business needs, and implement staffing and official languages strategies and initiatives to support management excellence;
- modernize training and implement learning policies and corporate training activities and initiatives to support employee development; and
- implement a departmental change management strategy to enable employees to participate more fully in achieving strategic objectives.

Management Priorities	Type	Links to Strategic Outcomes
Promoting management excellence and accountability	Ongoing	SO 1, 2, 3, 4—Enabling

Description

To achieve results and focus on program, policy and operational priorities, CIC will continue to be diligent in effectively managing its resources, including financial, human, information and accommodation resources. The Department will promote strong management practices, oversight and accountability; strengthen compliance and monitoring; simplify internal rules and procedures; and improve internal services by:

- enhancing internal services through monitoring and reporting on compliance with internal service standards and developing improvement plans in response to client feedback;
- clarifying internal management policies and the roles of those responsible for the management of corporate resources and functions within the Department;
- ensuring that employees responsible for administering internal policies have the right training and skills; and
- addressing Treasury Board Secretariat observations and recommendations from previous Management Accountability Framework assessments in each management area.

Risk Analysis

In 2010–2011, CIC implemented a revised Integrated Risk Management Framework and associated tools and processes to provide more robust oversight mechanisms and to facilitate the consistent and regular identification, prioritization and treatment of risks across the Department. CIC continually identifies, updates and monitors potential risks that could affect achievement of strategic objectives. The following discussion highlights CIC's operating environment, as well as challenges and risks the Department faces. More details regarding mitigation strategies can be found in Section II of this report.

Meeting Economic Objectives of the Immigration Program

Immigration has played an important role in building our nation and meeting Canada's labour market needs. As the global economic outlook remains uncertain, the structure of the Canadian economy continues to evolve. The demand for highly skilled labour and certain trades is increasing, while regional labour market needs are diversifying. At the same time, the economic outlook of some immigrants is declining and barriers to newcomers entering the labour market persist. It is crucial to admit the number and kinds of immigrants who can meet the needs of Canada's changing labour market and to have in place settlement programs necessary to maximize newcomers' contributions to the Canadian economy.

To address these challenges, CIC will continue to improve its approach to planning immigration levels in collaboration with provinces and territories; monitor the impact of Ministerial Instructions and make adjustments to maintain progress on key objectives such as responding to labour market realities and reducing backlogs; review the role of temporary foreign workers in the Canadian economy; and support implementation of the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*.

Collaboration with Partners to Support Outcomes

Responsibility for citizenship, immigration and multiculturalism involves a range of international and domestic partners, as well as the broader Canadian community. Under the constitution, immigration is a shared federal–provincial responsibility. Inadequate partnership arrangements among various levels of government may result in overlap, duplication and excessive complexity. Lack of effective engagement with employers, communities and other stakeholders may diminish the benefits of immigration. CIC will strengthen efforts to engage domestic and international partners and stakeholders to improve outcomes on a number of fronts, including planning immigration levels, recognition of foreign credentials, program integrity, security, multiculturalism and settlement.

Health, Safety, Security and Program Integrity

An increasingly mobile and interconnected world calls for well-managed, safe and secure migration programs. Risks to health, safety and security require advances in information sharing between partners and measures to address threats to program integrity. To that end, CIC will implement a number of enhancements within the health program and will improve governance and collaboration with government departments and international partners in relation to fraud, enforcement and intelligence.

Technology, Modernization and Innovation

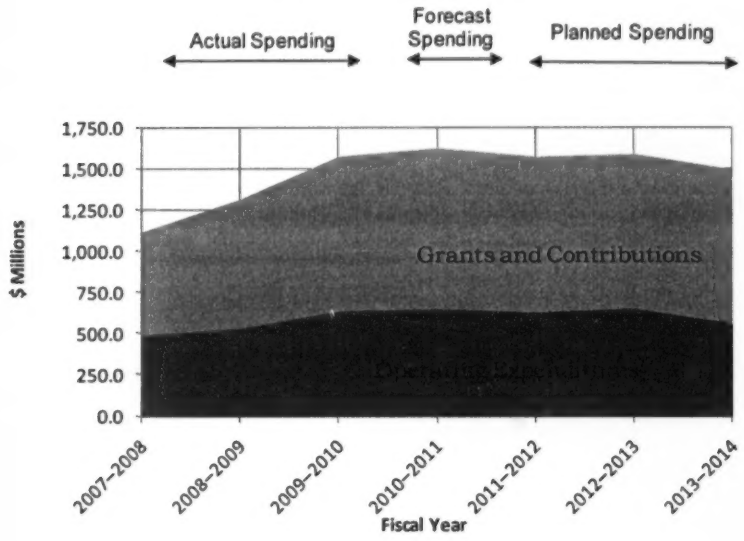
Technological progress poses both opportunities and challenges for CIC. Existing technology, such as biometrics, helps establish the identity of visitors and significantly enhances the security and safety of Canadians. In addition, moving forward with client service modernization and innovation—for example, by moving away from paper-based systems to a comprehensive electronic suite of processing and service solutions—will improve service delivery and help to ensure that Canada remains a destination of choice in global competition for talent.

In 2011–2012, the Department will continue to modernize the immigration system to attract and integrate individuals who will have an immediate and positive impact on Canada's economic growth. At the same time, the Department must balance its longstanding commitments to unite families, uphold Canada's international humanitarian obligations, and protect the health, safety and security of Canadians. Cooperation with key domestic stakeholders, including non-governmental organizations and employers, is central to achieving these goals. In addition, the Department will continue to enhance its capacity to measure outcomes to ensure its programs remain relevant, effective and efficient.

Expenditure Profile

For the 2011–2012 fiscal year, CIC plans to spend $1,575.2 million to achieve the results expected from its program activities. The chart below illustrates CIC's spending trend from 2007–2008 to 2013–2014.

Departmental Spending Trend



Grants and Contributions

Grants and contributions funding increased significantly from 2007–2008 to 2010–2011, primarily due to increased settlement funding for newcomers and Multiculturalism Program funding transferred from the Department of Canadian Heritage. In future years, additional funding to reform the refugee determination system will be offset by the impact of the strategic review of departmental spending,[7] resulting in a net decrease in contribution funding.

Grants and contributions for 2012–2013 and beyond amount to $935.6 million, or 63 percent of total planned spending.

[7] The ongoing impact of the strategic review of CIC spending was an overall reduction of $67.6 million per year primarily in settlement programs, operational efficiencies, and language selection and testing.

Operating Expenditures

Total funding for operating expenditures remains relatively constant throughout the planning period. Although additional operating funding was received for certain initiatives, increases were largely offset by the effects of government-wide reductions, transfers to other departments and reductions due to foregone revenue.[8]

Estimates by Vote

Estimates by Vote are presented in the 2011–2012 Main Estimates, which are available at: **www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp**.

Contribution to the Federal Sustainable Development Strategy

CIC is a participant in the Federal Sustainable Development Strategy (FSDS). More specifically, the Department contributes to the goals outlined under theme IV of the strategy, Shrinking the Environmental Footprint. The FSDS incorporates environmental sustainability and strategic environmental assessment as an integral part of decision making processes. CIC's contributions to this initiative are further explained in Sections II, III and IV.[9]

Tag Legend:

Theme IV: Shrinking the Environmental Footprint—Beginning with Government

[8] Foregone revenue is the estimated reduction in revenue to the Government of Canada when decisions are taken to reduce fees, such as the removal of visa requirements. Foregone revenue impacts are treated as reductions to CIC's operating budget.

[9] For additional details on CIC's activities to support sustainable development, please consult **www.cic.gc.ca/english/department/rpp/sd11-12.asp**. For complete details on the Federal Sustainable Development Strategy, please consult **www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1**.

Section II: Analysis of Program Activities by Strategic Outcome

This section describes CIC's strategic outcomes and provides details on program activities with the related performance indicators and targets, 2011–2012 planning highlights and benefits for Canadians. This section also presents the financial and non-financial resources that will be dedicated to each program activity.

Strategic Outcome 1: Migration of permanent and temporary residents that strengthens Canada's economy

CIC plays a significant role in fostering Canada's economic development. By promoting Canada as a destination of choice for innovation, investment and opportunity, CIC encourages talented individuals to come to Canada and to contribute to our prosperity. Canada's immigration program is based on non-discriminatory principles—foreign nationals are assessed without regard to race, nationality, ethnic origin, colour, religion or gender. Those who are selected to immigrate to Canada have the skills, education, language competencies and work experience to make an immediate economic contribution.

CIC's efforts, whether through policy and program development or processing applications for the Federal Skilled Worker Program, the Quebec Skilled Worker Program, the Provincial Nominee Program or other programs, attract thousands of qualified permanent residents each year. Under the 2008 amendments to the *Immigration and Refugee Protection Act*, the Minister for Citizenship and Immigration Canada has the authority to issue instructions establishing priorities for processing certain categories of applications. In that regard, the Department analyses and monitors its programs to ensure they are responsive to emerging labour market needs.

CIC also facilitates the hiring of foreign nationals by Canadian employers on a temporary basis and implements a number of initiatives to attract and retain international students.

Benefits for Canadians

Immigration continues to have a significant influence on Canadian society and economic development. Permanent residents who arrive in Canada every year enhance Canada's social fabric, contribute to labour market growth and strengthen the economy. Changes that modernize and improve the immigration system not only strengthen the integrity of the Permanent Economic Residents program activity but also benefit Canada by targeting skills Canadian employers need and admitting qualified individuals more quickly.

Temporary foreign workers help generate growth for a number of Canadian industries by meeting short-term and acute needs in the labour market that are not easily filled by the domestic labour force. International students contribute economically as consumers and enrich the fabric of Canadian society through their diverse experiences and talents. Some temporary workers and international students represent a key talent pool to be retained as immigrants.

Canada's Immigration Plan for 2011

The immigration levels set out in Canada's immigration plan for 2011 reflect the important role of immigration in supporting Canada's economic growth and prosperity. In addition, the plan fulfils the objectives of the *Immigration and Refugee Protection Act*—to reunite families and uphold Canada's international humanitarian obligations. Further details can be found in the *Annual Report to Parliament on Immigration 2010*.[10]

[10] For more information on the *Annual Report to Parliament on Immigration 2010*, please consult **www.cic.gc.ca/english/resources/publications/annual-report2010/index.asp**.

Immigrant Category	2011 Plan Target Ranges	
	Low	High
ECONOMIC CLASS		
Federally Selected Economic Class*	**74,000**	**80,400**
Principal Applicants†	33,200	36,600
Spouses and Dependants†	40,800	43,800
Provincially Selected Economic Class*	**76,600**	**80,900**
Principal Applicants†	31,900	33,800
Spouses and Dependants†	44,700	47,100
Provincial Nominee Program	**42,000**	**45,000**
Principal Applicants†	17,500	18,800
Spouses and Dependants†	24,500	26,200
Quebec-selected Skilled Workers and Business	**34,600**	**35,900**
Principal Applicants†	14,400	15,000
Spouses and Dependants†	20,200	20,900
Subtotal Economic Class—Principal Applicants	**65,100**	**70,400**
Subtotal Economic Class—Spouses and Dependants	**85,500**	**90,900**
Total Economic Class	**150,600**	**161,300**
FAMILY CLASS		
Spouses, Partners and Children	45,500	48,000
Parents and Grandparents	13,000	17,500
Total Family Class	**58,500**	**65,500**
PROTECTED PERSONS		
Government-assisted Refugees	7,400	8,000
Privately Sponsored Refugees	3,800	6,000
Protected Persons in-Canada	8,200	10,500
Dependants Abroad of Protected Persons in-Canada	3,800	4,500
Total Protected Persons	**23,200**	**29,000**
OTHER		
Humanitarian and Compassionate Grounds/Public Policy	7,600	9,000
Permit Holders	100	200
Total Other	**7,700**	**9,200**
TOTAL	**240,000**	**265,000**

* This year, projections for economic immigration are presented based on selecting and nominating jurisdictions because the direct involvement of provinces and territories in economic immigration has grown. Under the *Canada–Quebec Accord Relating to Immigration and Temporary Admission of Aliens*, the Government of Quebec has responsibility for selecting immigrants destined for its province; other jurisdictions participating in the Provincial Nominee Program are responsible for nominating foreign nationals for permanent resident status.

† The number of principal applicants and spouses and dependants is estimated based on historical averages and is included for illustrative purposes only.

Program Activity 1.1: Permanent Economic Residents

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
509	63.7	502	62.6	491	56.5

Explanation of Change: Planned spending decreases by $6 million in 2013–2014 from the previous year, primarily due to planned reductions in the funding to modernize the immigration system and manage the backlog.

Program Description
Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program activity is on the selection and processing of immigrants who can become permanent residents and contribute to Canada's economic development. The acceptance of qualified permanent residents helps the government meet its economic objectives, such as building a skilled work force, by addressing immediate and longer term labour market needs. The selection and processing involve the issuance of permanent resident visas to qualified applicants, as well as the refusal of unqualified applicants.

Expected Result	Performance Indicators	Targets
Permanent residents selected to contribute to the growth of the Canadian labour force	Growth in labour force attributed to economic migration	Not applicable. Net labour force growth as of 2012–2015
	Degree to which lower end number of planning range in the annual immigration levels plan commitments is met for number of permanent residents selected for economic reasons	100% of 150,600 for 2011
	Economic success of permanent residents selected for economic reasons (as measured by employment rates, labour market participation, wages) compared with the economic success of the Canadian-born	Permanent residents' economic success equal to Canadian-born within five to seven years after landing

Planning Highlights

- Improve the immigration planning model through the development of a long-term approach to planning immigration levels and increased involvement of provinces and territories in line with the federal/provincial/territorial vision announced in June 2010. The 2012 immigration plan (to be tabled by November 1, 2011) will consider the long-term pressures facing immigration and address structural challenges concerning annual planning.
- Leverage available tools to establish more comprehensive, sustainable approaches to immigration application intake. Monitor Ministerial Instructions and make adjustments to maintain progress on key immigration objectives, including responsiveness to labour market realities and reducing backlogs, informed by more coordinated and robust labour market information.
- Launch cross-country and on-line consultations to support proposed changes to the Federal Skilled Worker Program points system[11] in 2011–2012 and develop a report outlining results.
- Monitor the Canadian Experience Class (CEC) program and outcomes, and establish data-gathering protocols related to performance measurement strategies in advance of the CEC evaluation slated for fiscal year 2012–2013.

Program Activity 1.2: Temporary Economic Residents

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
238	24.8	237	24.0	232	22.6

Explanation of Change: Planned spending decreases by approximately $2 million in 2013–2014 due to planned reductions in funding for the visa imposition on Mexico.

Program Description

Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program activity is on processing and facilitating the entry into Canada of temporary workers and students. Temporary economic migration benefits Canada's economic growth. The selection and processing involve the issuance of temporary resident visas, work permits and study permits to qualified applicants, as well as the refusal of unqualified applicants.

[11] Proposed changes include increased points for language and minimum language thresholds; decreased points for work experience; amendments to the assessment of education for non-university credentials; amendments to the age factor; and arranged employment integrity measures.

Expected Result	Performance Indicators	Targets
Temporary foreign workers and students selected to benefit Canada's economic development	Proportion of labour market opinions requiring temporary foreign workers that are paid minimum wage or above	100% for 2011
	Approval rates of temporary worker applications for temporary foreign workers permits	Not applicable (average acceptance rate for 2005–2009 at 90%)
	Approval rates of student applications for study permits	Not applicable (average acceptance rate for 2005–2009 at 84%)

Planning Highlights

- Continue to review the role of temporary foreign workers in the Canadian economy, including transition to economic immigration, to inform future program and policy improvements.
- Analyse the contribution of the Live-in Caregiver Program on economic and labour market needs in Canada within the context of CIC's overall immigration plan and develop improvements to the program.
- Determine policy options to enhance the effectiveness of the Temporary Foreign Worker program to help address Canada's short-term labour market needs. Consideration of the integrity of the program, especially concerning protection of temporary foreign workers, will be based on consultations with provinces, territories and stakeholders.
- Implement regulatory amendments for the International Student program by spring 2012, and negotiate, sign and implement bilateral agreements with provinces and territories on joint program management.
- Strengthen program integrity by ensuring compliance with the temporary foreign workers regulations (under IRPA) implemented in 2010–2011.

Strategic Outcome 2: Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted

CIC is committed to upholding Canada's humanitarian tradition of reuniting families, resettling refugees and providing protection to those in need.

The Family Class, as set forth in the *Immigration and Refugee Protection Act*, allows permanent residents and Canadian citizens to sponsor their immediate family members (i.e., their spouse, common-law or conjugal partner, and dependent children), as well as parents and grandparents, for immigration to Canada. The permanent resident or Canadian citizen must undertake to provide for the basic needs of their sponsored relative for a set period of time, depending on the nature of the relationship. This program facilitates family reunification while ensuring that there is no undue cost to the general public.

As a signatory to the *1951 Convention Relating to the Status of Refugees*[12], the *1967 Protocol*[13], and the *Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment*,[14] and further to provisions set forth in the *Canadian Charter of Rights and Freedoms*, Canada has international and domestic legal obligations to provide safe haven to individuals in need of protection. Canada meets these obligations through the in-Canada refugee status determination system. In addition, Canada partners with other countries and with international and civil society organizations to come to the aid of individuals in need of protection through resettlement. Every year, Canada resettles 10,000 to 12,000—or one out of every 10—of the refugees resettled globally. CIC engages both domestic and international stakeholders to develop and implement timely, efficient and effective refugee protection policies and programs.

Benefits for Canadians

Promoting human rights and protecting refugees has been a cornerstone of Canada's humanitarian tradition since the Second World War. CIC plays a significant role in upholding Canada's international and domestic obligations and reputation with regard to refugees and in promoting the Canadian values of democracy, freedom, human rights and the rule of law. Through family sponsorship, CIC's efforts enable Canadian citizens and permanent residents to reunite with family members.

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[12] For more information on the *1951 Convention Relating to the Status of Refugees*, please consult **www.unhcr.org/pages/49da0e466.html**.

[13] For more information on the *1967 Protocol*, please consult **www2.ohchr.org/english/law/protocolrefugees.htm**.

[14] For more information on the *Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment*, please consult **www2.ohchr.org/english/law/cat.htm**.

Program Activity 2.1: Family and Discretionary Immigration

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
481	61.0	479	60.2	468	54.5

Explanation of Change: Planned spending decreases by approximately $5 million in 2013–2014, primarily due to planned reductions in the funding to modernize the immigration system and manage the backlog.

Program Description
CIC facilitates family reunification by enabling eligible foreign nationals to be sponsored by family members in Canada who are Canadian citizens or permanent residents. Spouses and partners, dependent children (including adopted children), and other eligible relatives such as parents and grandparents are welcomed to Canada under this program. CIC may also grant permanent resident or other status to persons who would not otherwise qualify in any immigration category, in cases where there are strong humanitarian and compassionate considerations, or for public policy reasons. Such exceptional and discretionary immigration measures provide the flexibility to approve deserving cases not anticipated in the legislation.

Expected Result	Performance Indicators	Targets
Canada reunites families and provides assistance to those in need while balancing Canada's social, economic and security priorities	Degree to which lower end number of planning range in the annual immigration levels plan commitments is met for number of immigrants granted humanitarian and compassionate consideration	100% of 58,500 admissions for 2011 for family reunification 100% of 7,600 admissions for 2011 for humanitarian grounds
	Percentage of humanitarian and compassionate decisions that are upheld by the Federal Court	Not applicable

Planning Highlights
• Continue work on regulatory amendments to establish a bar on sponsored persons (new regulations to be prepublished in 2010–2011) and to consider policy options based on public consultations. • Further strengthen measures to address problems associated with relationships of convenience through more detailed analysis of fraud patterns. • Develop policy options to enhance the integrity of sponsorships.

Program Activity 2.2: Refugee Protection

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
300	31.1	299	30.0	292	28.3

Explanation of Change: Planned spending decreases by approximately $2 million in 2013–2014, primarily due to planned reductions in funding to reform the refugee determination system.

Program Description
The Refugee Protection program activity is in the first instance about saving lives and offering protection to the displaced and persecuted. One arm of the program starts overseas where refugees and persons in refugee-like situations are selected by Canadian visa officers to be resettled as permanent residents to Canada. Flowing from Canada's international and domestic legal obligations, the in-Canada asylum system evaluates the claims of individuals seeking asylum in Canada and grants permanent residence when a positive decision is rendered by the Immigration and Refugee Board of Canada.

Expected Results	Performance Indicators	Targets
Canada protects refugees in need of resettlement	Proportion of resettled refugees in the world that Canada resettles	Target not applicable (Proportion dependent on actions of other countries; historically around 10%)
	Number of arrivals of resettled refugees	11,200–14,000 admitted, as identified in the 2011 immigration levels plan
Permanent residence is granted to those determined to be protected persons in Canada and their dependants abroad	Number of individuals granted permanent residence who were determined to be protected persons in Canada (by the Immigration and Refugee Board of Canada or positive pre-removal risk assessment decision) and their dependants abroad	12,000–15,000 admitted, as identified in the 2011 immigration levels plan

Planning Highlights

- Continue to coordinate implementation of the *Balanced Refugee Reform Act*[15] across all affected departments to ensure that the domestic asylum system is efficient and fair.
- Develop and implement the regulations and policies necessary for the new asylum system, especially in relation to designated country of origin criteria and the process to be followed, processing timelines and other technical matters.
- Introduce mechanisms to challenge spurious claims for protection before the Immigration and Refugee Board of Canada and meet the Department's commitments, derived from the *Balanced Refugee Reform Act*, to ensure access to the asylum process only by those who require protection. This is expected to be a four-year pilot project beginning in December 2011 and ending in March 2015.
- Create and support new processes necessary to realize the opportunities created by the *Balanced Refugee Reform Act* as they apply to the refugee determination process in Canada.
- As part of a wider Government of Canada strategy, develop options for regional refugee protection, as well as measures that deter asylum seekers from using human smugglers, to address irregular migration and mass arrivals.
- Work with private sponsors to set the Private Sponsorship of Refugees program on a sustainable and efficient footing by implementing solutions that will lead to reduced backlogs and faster processing.

[15] For more information on *the Balanced Refugee Reform Act*, please consult **www.cic.gc.ca/english/refugees/reform.asp**.

Strategic Outcome 3: Newcomers and citizens participate to their full potential in fostering an integrated society

Through the *Canadian Multiculturalism Act*, the *Immigration and Refugee Protection Act* and the *Citizenship Act*, as well as a broader constitutional and legislative suite that includes the *Canadian Charter of Human Rights and Freedoms*, the *Canadian Human Rights Act*, the *Official Languages Act* and the *Employment Equity Act* among others, the Government of Canada is committed to facilitating the full participation of all Canadians in the social, cultural, economic and civic spheres of Canadian society. Accordingly, the focus of this strategic outcome is on a "two-way street" approach that works with communities and Canadian institutions to assist individuals to become active, connected and productive citizens.

Working with a wide range of social supports, including other levels of government, voluntary sector and community partners, employers, school boards and others, CIC seeks to minimize income disparities and strengthen social integration by helping to remove barriers; enabling individuals to fully participate in the labour market; encouraging social and cultural connections among people of different backgrounds and identities; encouraging active civic participation; and inculcating a sense of the rights and responsibilities of Canadian citizenship and the value of diversity.

Benefits for Canadians

Canadians enjoy a higher quality of life when citizens and newcomers actively participate in all aspects of society; contribute to a prosperous economy; have a strong sense of civic pride and attachment; and help build culturally vibrant and harmonious communities.

Program Activity 3.1: Settlement and Integration of Newcomers

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
324	960.5	322	955.3	315	953.5

Explanation of Change: In 2012–2013, planned spending decreases by $5 million due to further reductions in Settlement Program contributions related to the strategic review of departmental spending.

Program Description
In accordance with the *Canadian Multiculturalism Act*, *the Employment Equity Act* and the *Immigration and Refugee Protection Act*, CIC develops policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society focused on information/orientation, language/skills, labour market access and welcoming communities. All permanent residents are eligible for settlement and integration programs. Programming is delivered by third parties (including provincial and municipal governments, school boards and post-secondary institutions, settlement service organizations and other non-governmental actors, and the private sector) across the country. However, accountability for expended funds and attaining outcomes remains with CIC.

Expected Result	Performance Indicators	Targets
Newcomers contribute to the economic, social, civic and cultural life of Canada	Percentage of labour market participation of newcomers versus non-newcomers	Maintain 2009 levels of 67.1% for very recent immigrants (those residing in Canada for less than five years) and 71.6% for recent immigrants (those residing in Canada from five to 10 years) compared with 68.8% for Canadian-born population
	Percentage of newcomers with language proficiency of the Canadian Language Benchmarks (CLB 4 or higher)	90% of immigrants applying for citizenship will have CLB 4 or higher level

Planning Highlights

- Complete a review of the Settlement Program to include recommendations on priorities, service delivery mechanisms, performance measurement strategy and governance structure.
- Collaborate with provinces and territories to develop an evidence base on settlement outcomes for immigrants and draft a pan-Canadian framework for settlement outcomes for consideration by Ministers.
- Plan and implement the methodology, research approach and launch of the Settlement Program evaluation.
- Complete implementation of action items derived from evaluations of the Official Languages Program, the Language Instruction for Newcomers to Canada program, the Immigrant Settlement and Adaptation Program, the Host Program and the Welcoming Communities Initiative, as well as the audit of the administration of settlement programs.
- Implement a new federal–provincial arrangement with Ontario (the current *Canada-Ontario Immigration Agreement* expires in March 2011).
- Complete field testing of the Portfolio-Based Language Assessment[16] and launch a pilot project to test the delivery infrastructure required for a new national test of language achievement. The objectives will be to provide newcomers with a language credential and improve CIC's ability to evaluate the impact and outcomes of language programs.
- Implement a standardized approach to newcomer needs assessment and associated settlement plans across service delivery organizations, and ensure collection of baseline data.
- Include a website on best practices in settlement to share evidence-based practices among service delivery organizations across the country.
- Accelerate the economic integration of immigrants into Francophone minority communities by increasing employer engagement and facilitating processes that match employers with newcomers.
- Expand local partnerships and pilot projects from Ontario to other parts of Canada, focusing on larger urban centres.
- Support implementation of the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*[17] focused on a target of an additional six regulated occupations, including physicians and teachers, by December 2012.

[16] A standardized approach to measuring student progress within CIC's language training programs.

[17] The framework, which was agreed to by federal, provincial and territorial governments, aims to remove barriers to recognition of foreign qualifications by fostering the timely assessment and recognition of foreign credentials. For more information on the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*, please consult **www.hrsdc.gc.ca/eng/workplaceskills/publications/fcr/pcf_folder/section_2_01.shtml**.

- Continue to coordinate the Federal Internship for Newcomers Program[18] on behalf of the Government of Canada and continue the success in expanding participation in the program to additional departments and agencies, as well as to other regions of Canada, by partnering with local immigrant service organizations and non-governmental organizations.
- In line with CIC's broader overseas strategy, continue to provide Foreign Credentials Referral Office[19] overseas services through the Canadian Immigration Integration Project (CIIP), in partnership with the Association of Canadian Community Colleges,[20] and expand the number of countries served by the CIIP to 25.
- Conduct a program evaluation of the three overseas orientation projects and begin the implementation of the overseas strategy including enhanced outreach to potential clients.
- Launch a new edition of CIC's flagship settlement publication, *Welcome to Canada*, to better respond to the information needs of newcomers.
- Continue efforts to attract and retain francophone immigrants to help achieve the objectives of the Government of Canada *Roadmap for Canada's Linguistic Duality 2008–2013*[21].

[18] The Federal Internship for Newcomers Program provides eligible newcomers with opportunities to gain valuable Canadian work experience in the federal public service that aligns with their skills, training and experience.
[19] Foreign Credentials Referral Office (FCRO) overseas services aim to provide prospective immigrants with pertinent information regarding recognition of foreign qualifications and specific labour market information early in the settlement process to facilitate their settlement and integration in Canada. For more information on the FCRO, please consult **www.credentials.gc.ca**.
[20] For more information on the Association of Canadian Community Colleges, please consult **www.accc.ca**.
[21] For more information on the Roadmap for Canada's Linguistic Duality, please consult **www.pch.gc.ca/pgm/slo-ols/strat-eng.cfm**.

Program Activity 3.2: Citizenship for Newcomers and All Canadians

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
404	42.2	402	42.0	402	42.0

Program Description
The purpose of the Citizenship Program is to administer citizenship legislation and promote the rights and responsibilities of Canadian citizenship. CIC administers the acquisition of Canadian citizenship by developing, implementing and applying legislation, regulations and policies that protect the integrity of Canadian citizenship and allow eligible applicants to be granted citizenship or be provided with a proof of citizenship. In addition, the program promotes citizenship, to both newcomers and the Canadian-born, through various events, materials and projects. Promotional activities focus on enhancing knowledge of Canada's history, institutions and values, as well as fostering an understanding of the rights and responsibilities of Canadian citizenship.

Expected Result	Performance Indicators	Targets
Canadian citizenship is a valued status among newcomers and the Canadian-born	Take-up rates of citizenship among eligible newcomers	75% or higher
	Sense of belonging to Canada for newcomers and the Canadian-born	To be determined following establishment of baseline in 2011

Planning Highlights

- Develop policy approaches and programs to improve program integrity and to protect the value of Canadian citizenship, including ensuring adequate language proficiency of newcomers.
- Continue to develop and implement policies and programs to strengthen the citizenship process and increase its efficiency and transparency, taking into account the Citizenship Action Plan, the Citizenship Fraud Action Plan and recommendations following the Citizenship Operational Review Exercise.
- Develop supplementary materials to assist in the learning of *Discover Canada*[22] content and to further promote civic knowledge and education.
- Continue efforts to promote the value of citizenship, including broadening the use and distribution of *Discover Canada*.
- Modify the citizenship grant application form to improve client service while allowing for better assessment of risk and fraud in the program.
- Implement new provisions contained in the proposed *Act to amend the Citizenship Act*.[23]
- Promote citizenship through activities such as Celebrate Citizenship Week, Canada's Citizenship Award, reaffirmation ceremonies and citizenship ceremonies in community settings.

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[22] *Discover Canada: The Rights and Responsibilities of Citizenship*, a study guide, and its associated test focus on Canadian history, institutions and values, and emphasize the rights and responsibilities of citizenship. In addition to helping 150,000 newcomers prepare for the citizenship test, *Discover Canada* offers a valuable source of information for all Canadians. For more information on *Discover Canada*, please consult **www.cic.gc.ca/english/resources/publications/discover/index.asp**.

[23] For more information on the *Act to amend the Citizenship Act*, please consult **www2.parl.gc.ca/Sites/LOP/LegislativeSummaries/Bills_ls.asp?lang=E&ls=c37&source=library_prb&Parl=39&Ses=2**.

Program Activity 3.3: Multiculturalism for Newcomers and All Canadians

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
100	26.7	93	21.4	93	21.4

Explanation of Change: Planned spending decreases by $5 million in 2012–2013 due to the sunsetting of funding for contributions under the Community Historical Recognition program.

Program Description
The Multiculturalism Program is the principal means of carrying out the Minister's responsibilities under the *Canadian Multiculturalism Act* for promoting the full and equitable participation of individuals and communities of all origins. Grants and contributions to not-for-profit organizations, the private sector, provincial and municipal governments, non-federal public institutions and individuals seek to advance overarching program objectives. These objectives are to: build an integrated, cohesive society (through intercultural understanding, civic memory and pride, democratic values, and equality of opportunity); improve the responsiveness of institutions to the needs of a diverse population; and, actively engage in discussions on multiculturalism and diversity at the international level. Direct public outreach and promotional activities by the program primarily target young people. The program assists federal partners to meet their obligations under the Act and ensures annual reporting to Parliament on its operation. It also engages with non-federal public institutions seeking to respond to diversity. The program provides a forum for cooperation with provinces and territories and is the locus for Canada's participation in international agreements and institutions with respect to multiculturalism, anti-racism and related issues.

Expected Result	Performance Indicators	Targets
Program participants and beneficiaries are enabled to support an integrated society	Annual percentage of program participants and beneficiaries who report that they are more enabled to support an integrated society	To be determined following establishment of baseline in 2011

Planning Highlights

- Develop a new approach to address discrimination and to support the Government of Canada's priority of building an integrated, socially cohesive society.
- Implement new direction by building intercultural and inter-faith understanding and specific programming for targeted communities.
- Develop a strategy that defines CIC's role in addressing radicalization that is detrimental to social cohesion within the context of a whole-of-government approach to the issue.
- Ensure Inter-Action[24] call for proposals is aligned with priorities (such as inter-faith, youth at risk and citizenship promotion.)

[24] Inter-Action is Canada's new Multiculturalism grants and contribution program. The objective is to facilitate socio-economic integration of individuals and communities.

Strategic Outcome 4: Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians

Canada welcomes thousands of permanent residents, temporary foreign workers, international students and visitors each year. CIC manages the movement of people within the context of a more responsive immigration system that benefits Canada's economic, social and cultural development while at the same time protecting the health, safety and security of all Canadians. To manage health issues related to immigration, CIC develops and implements risk mitigation strategies in cooperation with the Public Health Agency of Canada, provinces and territories, and partner countries. Any residual public health risks regarding the transmission of infectious diseases are mitigated through medical surveillance of newly arrived permanent and temporary residents as required. To protect Canadians—and to ensure that the benefits of a more responsive immigration system are not undermined—CIC works with the Canada Border Services Agency (CBSA), the Royal Canadian Mounted Police[25] and the Canadian Security Intelligence Service[26] to conduct appropriate background screening of both immigrants and temporary residents and to identify applicants who could pose a security risk to the country. CIC shares information with these organizations, fostering timely and effective delivery of its program.

Internationally, migration and humanitarian issues continue to gain the attention of governments, bilateral and multilateral forums, non-governmental organizations, and academic and other research institutes. CIC plays an important role in framing and advancing international dialogues on migration and integration policy, refugee protection and governance. These dialogues explore the links between migration policy and development assistance, health, the environment, trade and the movement of human capital. CIC works to develop and implement a strategic agenda on global migration and refugee protection, and to advance Canada's policy and program priorities.

Benefits for Canadians

Growing international migration has increased the possibility of Canadians being exposed to disease outbreaks and infectious diseases. CIC and its partners in health management work to reduce the impact of identified risks on the Canadian population.

Policies and programs that affect the international movement of people—across Canada's borders and outside them—have a direct bearing on the safety and security of Canada and Canadians at large, whether they are at home or travelling and conducting trade abroad. Strengthening Canada's refugee programs and demonstrating continued leadership in refugee protection, human rights and the promotion of cultural diversity through active participation in various international and regional forums and partnerships support Canada's broader contribution to a safe and secure world. Finally, coordinated and responsible sharing of information supports a fast response to threats to the safety and security of Canadians.

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[25] For more information on the Royal Canadian Mounted Police, please consult **www.rcmp-grc.gc.ca**.
[26] For more information on the Canadian Security Intelligence Service, please consult **www.csis-scrs.gc.ca**.

Program Activity 4.1: Health Management

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
57	95.4	57	101.5	57	56.4

Explanation of Change: Planned spending in 2012–2013 increases by $6 million due to additional funding to cover health care expenditures for refugee claimants under the Interim Federal Health Program. Expenditures under this program are expected to continue at the same level or higher in the future; however, the planned spending table for 2013–2014 does not yet reflect these additional requirements.

Program Description
This program activity aims to provide effective immigration health services to manage the health aspect of migrant access and settlement to Canada, and facilitate the arrival of resettled refugees to Canada and their integration while contributing to the protection of the health and safety of all Canadians and contributing to the maintenance of sustainable Canadian health and social services. The program activity aims to evaluate health risks related to immigration and coordinate with international and Canadian health partners to develop risk management strategies and processes to assess the health of applicants wishing to immigrate to Canada and develop pre-departure, in-transit, and post-arrival interventions. The strategies, processes and interventions are intended to reduce the impact of identified risks on the health of Canadians and on Canada's health and social services.

Expected Result	Performance Indicators	Targets
Migrants who pose health risks are identified and are treated or refused entry	Number of cases of active TB found during an immigration medical examination, treated and rendered inactive	Not applicable. According to historical trends this is expected to be 2.1% of the immigration medical examinations conducted
	Number of cases of active TB found during an immigration medical examination overseas over total number of new active cases of TB in Canada	Not applicable. According to historical trends this ratio is expected to be around 17/100

Planning Highlights

- Detect medical inadmissibility cases through delivery of the immigration medical examination (IME).
- Align the immigration medical examiners network (designated medical practitioners, laboratories and x-ray facilities) to that of international partners and update the IME program quality assurance practices in preparation for implementing e-medical.
- Implement e-medical to enable electronic submission of IMEs and the automation of electronic processing. CIC plans to have e-medical ready for global deployment by March 31, 2013.
- Report and notify federal, provincial and territorial public health authorities of immigration cases requiring medical surveillance.
- Develop health annexes in provincial and territorial immigration agreements.
- Gather field intelligence on international outbreaks and situations in refugee camps.
- Implement existing health protocols tailored to specific refugee movements and develop standard protocols for the movement of refugee groups.
- Implement pre-departure interventions such as vaccinations and fit-to-fly assessments for refugees resettled to Canada.
- Manage the Interim Federal Health (IFH) Program contract transition, and review the IFH program with a view to updating the coverage policies[27] as well as the program authority.

[27] The IFH program provides temporary health coverage for refugee claimants, asylum seekers, Convention refugees, victims of human trafficking and persons under detention by CBSA. Coverage is provided to those who do not qualify for provincial or territorial health coverage and demonstrate a financial need. Through a network of 18,000 registered health care providers across Canada, the IFH program provides coverage to approximately 110,000 beneficiaries at a cost of approximately $90 million per year. In December 2009, CIC awarded a new claims administration contract to Medavie Blue Cross to provide claims adjudication and payment services for medical claims.

Program Activity 4.2: Migration Control and Security Management

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
476	73.3	481	102.5	463	81.9

Explanation of Change: Planned spending increases by approximately $29 million in 2012–2013 due to additional resources for the Temporary Resident Biometrics Project. Funding for this project declines by approximately $20 million in 2013–2014.

Program Description

In accordance with the *Immigration and Refugee Protection Act* and Regulations, this program activity aims to ensure the managed migration of people to Canada in order to protect the health, safety and security of Canadians. Even as CIC facilitates the travel of bona fide permanent residents, visitors, students and temporary workers, it also deploys an array of policy interventions to manage access and entry to Canada, including visa, admissibility, information-sharing, travel document, and identity management policies. Effective partnerships with public safety-related departments and organizations are an essential component of this program activity.

Under IRPA, all visitors to Canada require a Temporary Resident Visa except where an exemption has been granted under the Regulations. The Temporary Resident Visa requirement is Canada's primary means of controlling migration and allows for the screening of individuals for health, safety and security risks before they begin travel to Canada.

CIC also aims to ensure that admissibility policy continues to provide flexibility to address compelling circumstances that warrant a foreign national's presence in Canada, while maintaining the integrity of Canada's immigration system. Information-sharing agreements and mechanisms support immigration management and provide security advantages.

This program activity supports CIC's policy initiatives related to identity management and entry document requirements, including the expansion of biometrics to accurately identify foreign nationals entering Canada and the provision of a highly secure proof of status document to all permanent residents. The Permanent Resident Card also serves as a travel document and is required for all commercial travel to Canada.

Expected Result	Performance Indicators	Targets
Managed migration of people to Canada facilitates the movement of low-risk, genuine travellers, while denying entry to Canada to those that pose a safety or security risk	Number of Temporary Resident Visa applications processed, issued and refused for security reasons	Not applicable
	Proportion of known immigration violations by visa-exempt and non-visa-exempt country	Not applicable
	Proportion of asylum claims by visa-exempt country and non-visa-exempt country	While it is not possible to forecast demand accurately, in 2009 60% of refugee claims received were from countries requiring a visa and 10% were from countries where a visa was not required, 6% were from the Czech Republic and 23% were from Mexico.[28] In 2010, these numbers were 79%, 15%, 0% and 5% respectively.

[28] Due to changes in visa requirements for the Czech Republic and Mexico during 2009, it is not possible to determine whether these individuals submitted a refugee claim when there was a visa imposition for their countries.

Planning Highlights
• Advance implementation of the collection of biometrics for visitors requiring a visa to enter Canada.[29] • Work with partners and stakeholders to manage and address cases that are a national security concern. • Continue to deliver the Permanent Resident Card program to provide permanent residents with a secure status document. • Enhance relations with CBSA on fraud, immigration enforcement and immigration intelligence to support program integrity and improve accountability. • Enhance collaboration with provinces, territories and international partners on program integrity, fraud and risk assessment initiatives. • Continue working with partners and stakeholders to strengthen program integrity in economic and family immigration to Canada.

Program Activity 4.3: Canadian Influence in International Migration and Integration Agenda

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
5	2.5	5	2.5	5	2.4

Program Description
As part of its mandate, CIC aims to influence the international migration and integration policy agenda. This is done by developing and promoting, together with other public policy sectors, Canada's position on international migration, integration and refugee protection issues, and through participation in multilateral, regional and bilateral forums. CIC works closely with partner countries to ensure the effective administration of immigration laws through the exchange of information, including biometric data. This international migration policy development helps Canada advance its interests in the context of international migration as well as meet its international obligations and commitments. CIC supports international engagement and partnerships through membership in the International Organization for Migration (IOM), and contribution arrangements with other international migration policy organizations.

[29] For more information on the Temporary Resident Biometrics project, please consult CIC's Supplementary Information table at **www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp**.

Expected Result	Performance Indicators	Targets
Canadian positions on managed migration, integration and international protection are advanced in international forums	Number of international initiatives that promote Canadian goals	As CIC responds to ad hoc requests and emerging international issues, it is difficult to forecast demand accurately. Historically, CIC has consistently played a leadership role in framing and advancing policy issues in key international forums on migration and diversity; and through targeted bilateral engagement with key states and regional organizations, CIC has protected and advanced Canada's interests and priorities.
	Number of positions initiated or supported by Canada at forums such as IOM, Intergovernmental Consultation, Organization for Security and Co-operation in Europe and Puebla, which are eventually reflected in international policy debate	
	Extent of influence on the direction taken by key international organizations	
	Degree of success in promoting Canada's interests in the negotiation of multilateral resolutions and in bilateral and regional discussions	

Planning Highlights

- Engage U.S. and European partners to shape objectives and priorities with respect to international migration.
- Advance relationship with Mexico by engaging Mexican counterparts at other international and regional forums, including the Regional Conference on Migration, the Global Forum for Migration and Development (GFMD), the United Nations (UN) General Assembly and the Organization of American States.
- Steer discussion on the future of the GFMD by promoting a more focused and practical agenda that produces more tangible results and by leading the evaluation/assessment of the GFMD to date to prepare for the 2013 UN High-level Dialogue on International Migration and Development.
- Advance strategic thinking and discussion with Five Country allies[30] through the Migration Futures Network.
- Establish a data-sharing working group under the Five Country Conference and participate in development and implementation of a work program that would lead to strengthened relationships.
- Elaborate an information-sharing policy framework establishing principles that will ensure the protection of client privacy and provide for ongoing compliance, adequate training and a governance strategy.

[30] The Five Country allies are Australia, Canada, New Zealand, the United States and the United Kingdom.

Program Activity 5.1: Internal Services[31]

Human Resources (FTEs) and Planned Spending ($ millions)					
2011–2012		2012–2013		2013–2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
1,865	194.0	1,863	187.6	1,816	176.9

Explanation of Change: Planned spending decreases by $6 million in 2012–2013, primarily due to planned decreases in funding related to refugee reform and the strategic review of departmental spending. Planned spending declines by $11 million in 2013–2014 due to further reductions in funding for refugee reform and the visa imposition on Mexico.

Program Description

CIC's internal services are groups of activities and resources that help the Department achieve its strategic outcomes. Internal services apply across CIC and are not linked to a specific program. These services include management and oversight, communications, legal, human resources management, financial management, information management, information technology, real property, materiel, acquisition, and travel and other administrative services.

Planning Highlights

- Continue to enhance the Global Case Management System (GCMS) to improve citizenship and immigration services, maintain program integrity and strengthen security, and expand the use of GCMS by implementing in-Canada immigration processing starting with overseas Family Class sponsorship.
- Leverage GCMS as the platform to manage processing as one integrated workload with one global work force. Centrally received workload is distributed to where there is requisite capacity, expertise, access to information and tools to support decision making.
- Ensure all business lines have common levels of decision making and generic job descriptions that capture key functions required to process them.
- Implement CIC's new Code of Conduct, integrate values and ethics into all aspects of the Department and carry on work force renewal by implementing the Clerk of the Privy Council's Public Service Renewal Action Plan for 2011–2012.

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[31] Through the Internal Services program activity, CIC contributes to Theme IV of the FSDS: Shrinking the Environmental Footprint—Beginning with Government. The Department contributes to the following target areas of Theme IV: Green House Gas Emissions from Federal Fleet; Electronic Waste (Electronic and Electrical Equipment); Print Units; Paper Consumption; Green Meetings and Green Procurement. For details on how CIC plans to shrink its footprint, please consult: **www.cic.gc.ca/english/department/rpp/sd11-12.asp**.

- Continue to foster a collaborative and green work environment through ongoing implementation of web 2.0 technologies, and implement solutions to aging information technologies.
- Pursue development of a National Accommodation Strategy to identify program-specific requirements to address standard growth factors over the long term, including working with central agencies to ensure timely delivery of lease renewal strategies within existing fit-up standards.
- Optimize CIC's on-line services by providing easy-to-understand content, adding new features such as interactive tools and leveraging emerging technologies to increase self-service to electronically apply, pay, track progress and schedule appointments, to improve quality of applications, reduce pressure on the call centre and enhance client satisfaction.
- Transform CIC's call centre into a contact centre that can effectively and efficiently respond to global clients with active files.
- Develop and implement e-medical processes to streamline and modernize immigration medical examination screening and evaluation procedures.
- Implement service standards for all major business lines and collect and analyse client feedback to continuously improve service to respond to the recommendations from the Office of the Auditor General 2010 Fall Report (Chapter 3, Service Delivery).
- Work toward establishing an integrated operational data source and implement a next-generation reporting infrastructure and baseline processes.
- Respond to gaps identified in the 2010 report of the Commissioner of Official Languages.
- Implement an operational risk management framework to guide innovation, ensuring initiatives are aligned with a performance management strategy, subject to timely and relevant performance measurement and quality assurance across all business lines in the global network.

Section III: Supplementary Information

Financial Highlights

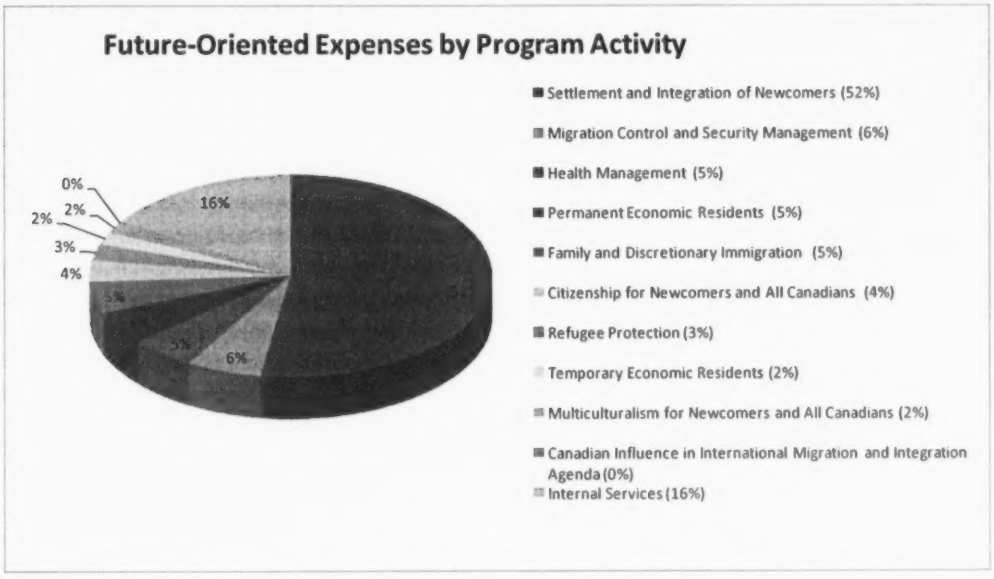
The future-oriented financial highlights are intended to serve as a general overview of CIC's financial operations. These financial highlights are prepared on an accrual basis and contribute to strengthening accountability and improving transparency and financial management. The complete future-oriented Statement of Operations can be found on CIC's website at **www.cic.gc.ca/english/department/rpp/fofs11-12.asp**.

Future-Oriented Condensed Statement of Operations

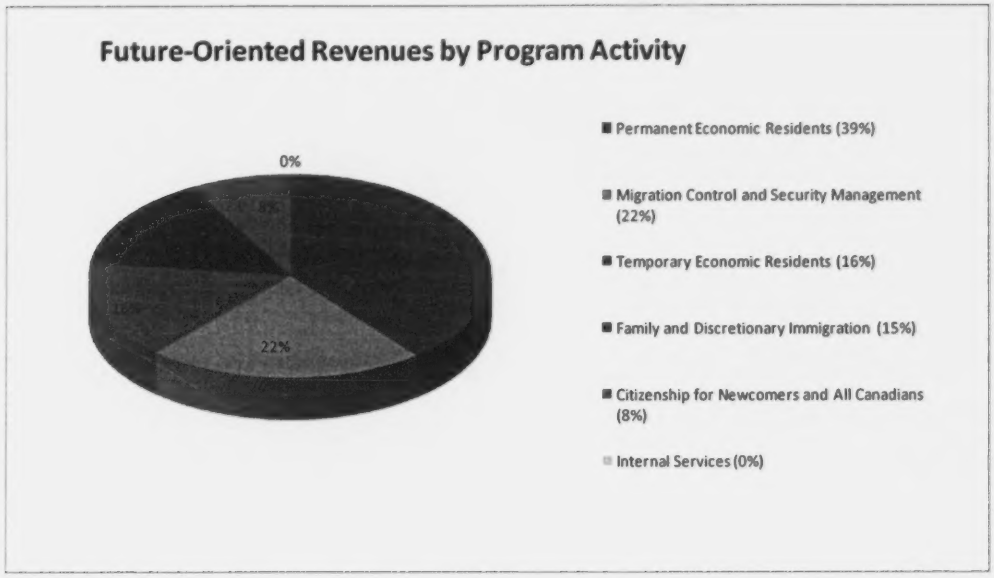
For the Year Ending March 31

($ millions)	% change	Future-Oriented 2011–2012	Future-Oriented 2010–2011
EXPENSES			
Total Expenses		1,860	N/A
REVENUES			
Total Revenues		476	N/A
Net Cost of Operations		**1,384**	

The following chart outlines CIC's future-oriented expenses by program activity for 2011–2012:



The following chart outlines CIC's future-oriented revenues by program activity for 2011–2012:


Future-Oriented Revenues by Program Activity
0%
22%
Permanent Economic Residents (39%)
Migration Control and Security Management (22%)
Temporary Economic Residents (16%)
Family and Discretionary Immigration (15%)
Citizenship for Newcomers and All Canadians (8%)
Internal Services (0%)

The variance between the future-oriented net cost of operations and the planned spending amounts provided in other sections of the RPP is due to the following adjustments:

($ millions)	Forecast 2011–2012
Net cost of operations	1,384
Adjustments for items affecting net cost of operations but not affecting authorities[a]	191
Adjustments for items not affecting net cost of operations but affecting authorities[b]	10
Adjustments to statutory authorities[c]	(10)
Planned Spending	1,575

a. Non-respendable revenues, services provided without charge by other government departments, amortization of tangible capital assets, severance and vacation pay liability adjustments and other.
b. Inventory purchased and prepaid expenses and acquisition of tangible capital assets.
c. Refunds of previous years' revenues.

Supplementary Information Tables

The following supplementary information tables can be found on the Treasury Board Secretariat's website at:
www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp.

- Details on Transfer Payment Programs
- Up-Front Multi-Year Funding
- Greening Government Operations
- Upcoming Internal Audits over the Next Three Fiscal Years
- Evaluations over the Next Three Fiscal Years
- Sources of Non-Respendable Revenue
- Status Report on Major Crown Projects

Section IV: Other Items of Interest

Metropolis

CIC will continue to support the work of Metropolis,[32] an international network for comparative research and public policy development on migration, diversity and integration in cities in Canada and around the world, until the end of the third phase of funding (March 31, 2012). In 2011–2012, Metropolis will continue to disseminate research products and will organize international and national conferences, as well as highly focused, policy-relevant events, presentations and seminars that will bring together policy makers, academics and non-governmental sector participants to discuss emerging issues in the fields of immigration and diversity.

The five Metropolis Centres of Excellence in Canada will continue to conduct research into migration and diversity and to publish an extensive series of working papers, scholarly articles and books, as well as to organize knowledge-transfer events for a policy audience.

Quarterly Financial Reports

Canadians expect the federal government to manage public funds well by effectively planning, budgeting and making decisions on the allocation, reallocation and use of financial and other resources based on reliable information and sound analysis of that information. They also expect timely and reliable reporting that provides transparency and accountability for how government spends public funds to achieve results for Canadians.

Effective April 1, 2011, all departments are required to prepare quarterly financial statements for each of the first three quarters. These quarterly reports will be completed on an expenditure basis of reporting and prepared using a special-purpose financial reporting framework designed to meet financial information needs and to assist in the timely and effective oversight of government expenditures. Each report will include a minimum of two sections. The first is a signed statement outlining results, risks and significant changes related to operations, personnel and programs. The second section will contain quarterly financial information incorporating a Statement of Authorities and a table of departmental budgetary expenditures for both the quarter and the fiscal year-to-date with comparative financial information for the preceding fiscal year. The reports will be made public within 60 days after the end of each reporting period.

Research Activities

CIC is progressing toward development and production of an evidence base for policy development and management decision making in the short, medium and long term. To that end, CIC continues to carry out research, develop and maintain a statistical

[32] For more information on the Metropolis project and its activities, please consult **http://metropolis.net**.

infrastructure, conduct evaluations, coordinate information sharing, disseminate knowledge and provide research-related advice and expertise.

More specifically, in 2011–2012 CIC will continue to develop its multi-year knowledge framework. This framework will focus on the following areas of responsibility: immigration, refugee resettlement and determination, integration, citizenship, and multiculturalism. This framework will provide the foundation for a new medium-term research framework by identifying gaps in research, priorities for research, requirements to develop data and a knowledge dissemination strategy.

CIC also plans to advance research and analysis in the following areas: labour market responsiveness; economic outcomes and indicators; mobility and onward migration of immigrants; ethnocultural composition of Canada's population; social integration; sponsorship; and language acquisition and literacy. This research will also contribute to a better understanding of how linkages across CIC programs facilitate the transition from temporary to permanent residence status.

Gender-based Analysis

Under the *Immigration and Refugee Protection Act*, CIC is accountable to Parliament for conducting gender-based analysis (GBA) on the impact of the Act and its regulations. A new departmental policy on GBA will be launched in 2011. Several policy and program areas have been identified as GBA priorities for the upcoming year, including the performance measurement framework for the refugee reform initiative, settlement programming and the effects of Ministerial Instructions on federal skilled worker applications. Ongoing cooperation with the Metropolis project will further support the development and dissemination of gender-based research. For more information on CIC's plans and activities with respect to GBA, consult the Department's *Annual Report to Parliament on Immigration*.[33]

Sustainable Development

Central to sustainable development is the notion of integrated decision making. As an innovative first step, CIC has developed, piloted and will implement a Policy on Sustainable Development Assessments and supporting tools. This policy will ensure that CIC's decisions better integrate social, economic and environmental factors to ensure the most equitable outcomes for current and future generations. This policy brings together the principles of sustainable development as stated in the *Federal Sustainable Development Act* and links the goals and targets of the *Federal Sustainable Development Strategy* to the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* and the requirement to undertake strategic environmental assessments.[34]

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[33] For more information on the *Annual Report to Parliament on Immigration*, please consult **www.cic.gc.ca/english/resources/publications/index.asp**.

[34] For additional details on CIC's activities to support sustainable development, please consult **www.cic.gc.ca/english/department/rpp/sd11-12.asp**.